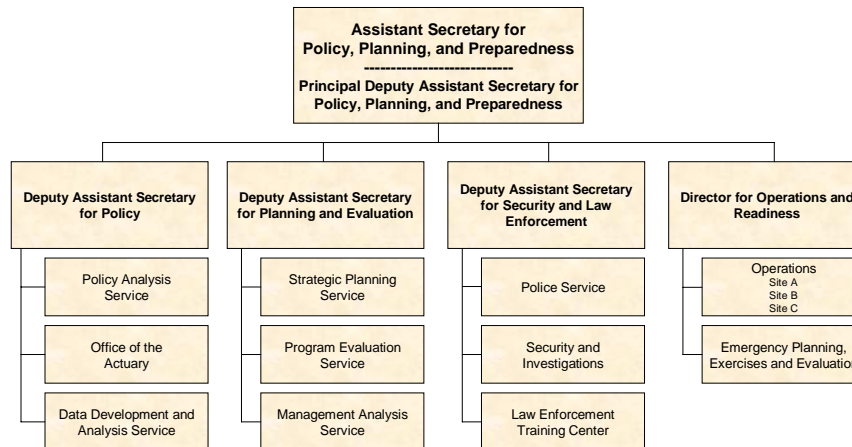


## ASSISTANT SECRETARY FOR POLICY, PLANNING, AND PREPAREDNESS



The Assistant Secretary for Policy, Planning, and Preparedness (OPP&P) oversees, on behalf of the Secretary, certain management activities and processes that require coordination across the Department or which call for the application of a broad perspective. OPP&P facilitates the Department's strategic planning process and implementation of the Government Performance and Results Act (GPRA); supports the development, analysis, and review of issues affecting veterans' programs; provides quantitative and actuarial analysis to the Department in support of major policy deliberations; serves as the Department's focal point for access to and availability of official data; coordinates the independent evaluation of program performance focusing on program outcomes, service quality, customer satisfaction, and management efficiencies; fosters management improvement initiatives including business process reengineering throughout VA; and manages the Department's preparedness activities with the Department of Homeland Security (DHS) and other key Federal agencies in support of the National Response Plan.

### OFFICE OF POLICY

The Office of Policy provides independent analyses to the Secretary and other VA policy and decision makers concerning future and current veteran policies and programs. The Office of Policy consists of the Policy Analysis Service, the Data Management and Analysis Service, and the Office of the Actuary.

The principal functions of the Office of Policy include:

- On-going analysis of VA and national current and proposed policies and programs to assess and facilitate enhancement of their impact and consistency with the President's Management Agenda as it relates to VA.
- Establishment of a policy research agenda and administering a broad-based research program in collaboration with VA administration and organizations, DoD, veteran service organizations, State Directors of Veterans Affairs, and other public and private sector organizations to continually identify and assess the impact of future national policy and program trends in technology, disability, health, resource and budget, and other areas on the formulation of future policies, benefits, services, programs, and resources.

- Providing a spectrum of economic, cost benefit, life cycle cost, veteran population forecasts, financial and liability projections, and other analyses of current veteran policies, benefits, services and programs to support a range of executive, enterprise planning, corporate governance, and Congressional activities and operational and strategic decision making processes.
- Administration of the National Survey of Veterans Programs and national statistical center functions to support continual enhancement of policies, programs, benefits, and services to veterans with emphasis on veteran cohorts including Operation Enduring Freedom, Operation Iraqi Freedom, Guard and Reserve veterans, women veterans, minority veterans, aging veterans, and other specialized veteran groups.
- Facilitation of collaborations and innovations to enhance development of service delivery policies and strategies across VA administrations; other Federal, state, and local government agencies; and other organizations to leverage resources and improve outreach and the delivery of benefits and services to veterans.

### **OFFICE OF PLANNING AND EVALUATION**

The Office of Planning and Evaluation oversees implementation of VA's governance and strategic planning processes, which include development of VA's Strategic Plan and the Secretary's Annual Statement. It provides conceptual, analytic, and information support to program officials collaborating on the identification and analysis of environmental factors and strategic issues that may affect VA and its ability to deliver benefits and services to veterans and their families.

The Office of Planning and Evaluation has responsibility for:

- Implementing the Program Evaluation process required under GPRA to measure the effectiveness of Federal programs against outcome goals and objectives.
- Coordinating the Department's implementation of Competitive Sourcing and Business Process Reengineering studies.
- Serving as the Department's internal coordinator and external liaison regarding strategic plans, management improvement initiatives, organizational assessment and transformation, quality awards, competitive sourcing, benchmarking, and best practices.
- Coordinating VA's collaborative efforts with DoD under the VA/DoD Joint Executive Council.

### **OFFICE OF SECURITY AND LAW ENFORCEMENT**

The Office of Security and Law Enforcement (S&LE) is responsible for making recommendations and developing policies and procedures to:

Provide oversight to ensure that an effective level of security and protection for VA employees is maintained at VA-owned facilities through the development and implementation of relevant policies, site inspections, and guidance.

- Provide training of VA police officers.

- Provide protection for the Secretary and Deputy Secretary.
- Develop and implement an effective security program for VACO facilities, employees, and clients.
- Direct VA's firearm management program.
- Manage VA's personnel security investigations program.
- Develop an effective working relationship with VA's OIG and other law enforcement entities.

S&LE executes these functions through three units: Police Service, Security and Investigations, and the Law Enforcement Training Academy. Security Investigations and the Law Enforcement Training Academy are enterprise activities. Their budget and staffing levels are based on the revenue generated by reimbursable services that they provide.

### **OFFICE OF OPERATIONS AND READINESS**

The Office of Operations and Readiness (O&R) is responsible for:

- Developing and managing VA policies and directives relating to emergency preparedness, Continuity of Operations Plan, Continuity of Government, homeland security, and related national security issues.
- Monitoring, on a 24/7 basis, the operational status of the VA system for continued delivery of services to veterans and their families and addressing problems as they develop.
- Developing, implementing, and evaluating preparedness training, exercises, and program evaluations.
- Coordinating and developing VA's emergency preparedness and crisis response activities agency-wide, and in coordination with other Federal, state, local and relief organizations.
- Developing and maintaining an effective working relationship with DoD, DHS, Federal Emergency Management Agency (FEMA), Department of Health and Human Services (HHS), and other Federal agencies.
- Managing the secure communications program for the Department as a part of VA's National and Homeland Security mission.
- Representing VA on DoD, DHS, FEMA, HHS, Centers for Disease Control, and other inter-agency committees and work groups.
- Ensuring VA's ability to execute emergency responses and DoD support contingencies with minimal disruption to on-going services to veterans and their families.
- Establishing a liaison with DHS, HHS, FEMA, and DoD to coordinate contingency and emergency planning as well as provide daily operations coverage as required.

- Coordinating the planning and execution of a comprehensive education, training, and exercise program to ensure all personnel are trained in emergency response and procedures.
- Exercising and evaluating emergency preparedness plans throughout VA.
- Managing, directing, and ensuring the immediate readiness and staffing of VA's Readiness Operations Centers in support of VA's COOP.
- Developing and maintaining an effective working relationship with VHA's Emergency Management Strategic Health Group.

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